



Competitive Development (CDG) Group Program

Mentoring

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Origins of Mentor

- Where did the term “Mentor” come from?
 - The term mentor actually dates back to Homer’s Odyssey. Before embarking on his ten year journey, Ulysses entrusted the education of his son, Telemachus, to his wise and faithful friend named Mentor. In the story itself, Mentor serves as a guide, a tutor, an advisor, and even a surrogate father for young Telemachus.

Definition

- **Mentoring is a sharing process and relationship in which a more experienced professional guides and coaches a less experienced employee in meeting developmental goals related to enhanced performance and career development.**
- **Mentoring is a flexible and fluid face-to-face process that requires commitment and dedication from both the mentor and protégé.**



What is Mentoring?

- A learning partnership
- Teaching through collaboration and consultation
- A growth relationship - continuous support

Mentor Roles and Responsibilities



A Mentor:

- *Fosters trust through concern about others and helps their protégé to grow and succeed.*
- *Is viewed as competent and a role model by others and is committed to the success of the organization.*
- *Is willing to share knowledge and insight with others, specifically the hard learning experiences.*

Mentor Roles and Responsibilities



A Mentor:

- ***Offers risk-free advice and counsel.***
- ***Values diversity and respects others.***
- ***Provides candid and constructive feedback.***

The best mentors have the leadership qualities of being able to motivate others and show great flexibility and strength in facing work challenges.

Protégé Roles and Responsibilities



A Protégé:

- ***Must be able to define their needs clearly.***
- ***Is receptive to feedback and open to learning from mistakes.***
- ***Must take responsibility and display commitment.***
- ***Is willing to share their specific skill sets and experience.***
- ***Must take risks in order to develop greater professional strengths.***

The goal is to develop the protégé into an independent worker with good decision making skills.

Organizational Benefits

- Assimilates the Protégé into the socialization processes and mores of the organization quickly.
- Provides a nurturing environment for inexperienced employees to grow and learn.
- Expands the skill set of the existing workforce a little cost.
- Greater effectiveness in recruitment, retention and job satisfaction.
- Fosters more effective communication throughout all levels of the organization.

Organizational Benefits

- Supports the concept of continuous learning.
- Allows for multi-directional learning and growth - everyone benefits.
- Encourages knowledge sharing/management.
- Greater potential for objective, unbiased feedback and evaluation throughout the organization.
- Provides opportunities to practice and develop leadership, communication,

Stages of Mentoring

- 1. Building** - Partners (Mentor and Protégé) become acquainted and informally explore their common interests, values, professional perspectives.
- 2. Development** - The pair begins to develop goals mutually and to clarify expectations.
- 3. Implementation** - The bond between Mentor and Protégé begins to deepen. The Mentor becomes a sounding board and trusted confidant, helping the Protégé to feel safe and free to take risks and move beyond his/her comfort zone.
- 4. Confirmation** - The Protégé's self-sufficiency and completion of goals will signal the conclusion of the formal aspects of the relationship. The relationship evolves informally into a perceived friendship - Mentor and Protégé treat each other as equals and take pride in each other's accomplishments.

Success Factors

- **Communication -**
 - **Setting clearly defined goals and expectations together ensures Protégé buy-in and creates a sense of ownership of the process.**
 - **Paves the way for constructive feedback to be readily accepted and acted upon.**
- **Partnership -** Built on mutual respect and trust between each other.
- **Openness -** A successful Mentor/Protégé relationship will result in both parties learning from each other.

Summary

Mentoring is a very rewarding experience both professionally and personally.

A Mentor's professional and practical experience helps the Protégé to assimilate into the organization quickly.

The Protégé brings new ideas and a fresh way of looking at the organization's existing business processes.

Consequently, both parties as well as the organization can benefit from such a relationship.

An added benefit for the individuals involved can be a lifetime friendship forged through the



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